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MEMORANDUM FOR: Mr. Bannerman  
Mr. Coffey

SUBJECT : Job-Related Attitudes of New CIA Employees, Part II:  
Government-Wide and Intra-Agency Comparisons

1. Background

A previous paper, "Job Related Attitudes of New CIA Employees" dated November 68, gave a detailed analysis of the attitudes of a group of 300 young CIA professionals. That paper, and subject paper, record the results of an attitude questionnaire completed by young people in Government in conjunction with the President's Program for Talented Youth in the Federal Service.

2. Participants

Criteria: New career employees - those who EOD'd between 1 July 67 and 30 June 68, under 30 years of age at time of EOD, and whose entry-level position (GS-05 or higher) required at least a Bachelor degree.

CIA: 101 CTs - 91 male, 10 female  
199 Non-CT Professionals - 136 male, 63 female

Other Government: 2882 employees from 47 agencies in the D.C. area.

3. Purpose of Paper

To compare job-related attitudes of:

- a) CIA young professionals with those elsewhere in Government;
- b) CIA CTs with CIA Non-CTs; and,
- c) analyze narrative comments to the two open-ended attitude questions.

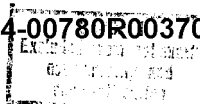
4. CIA sample v other Government:

Generally: Striking similarity in the rankings, in order of importance, of 14 dimensions of job satisfaction: 8 were identical and 4 differed by only one rank order.

Overall, new CIA employees view their jobs in much the same light as other new Government employees. The rank order correlation

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is .95; 1.00 would indicate perfect relationship. Significant differences were in the rankings in two areas:

Training (quality & relevance) - ranked 7th by CIA, 10th by other.

Recognition received for work - ranked 11th by CIA, 8th by other.

Pertinent comparative data is summarized in Table I attached.

5. Comparison of Job-Related Attitudes of Agency CTs and Non-CTs. On the average the CTs were older than non-CTs (28 v. 24) and better educated. On 40 of the 89 survey items dealing with job attitudes and satisfactions, the CTs and non-CTs responded differently; 80% of these differences involved CTs giving more favorable or positive responses than non-CTs. Significant differences in response are shown in Table 2 attached.

6. Analysis of Open-ended Questions. Two questions were asked:

1) Discuss reasons for job satisfaction/dissatisfaction not covered elsewhere in questionnaire; and,

2) Suggested changes so that younger employees could have a greater responsibility, voice, involvement in the work of their agency.

Note: AES states that open-ended questions convey a more negative picture than data from objective, multiple choice attitude questions because persons with strong negative attitudes are more likely to express their sentiments than those with more neutral or positive attitudes.

The 300 CIA employees produced 547 comments, 83% of which were negative, 15 % positive, 2% neutral. The remarks of the CTs and Non-CTs were treated separately. Table 3, attached, shows comparative results.

7. AES Concluding Remarks. Compared to rest of Government, our young professionals appear to be reasonably satisfied although they feel that there is plenty room for improvement. AES feels that additional surveys are needed to gain a more comprehensive picture of attitudes within CIA; for example, what are the feelings of our older, more experienced employees - will the attitudes of this new group change over the years, if so - in which direction. AES feels that further studies, providing an overall picture, would be a useful management tool in the making of decisions for improving the effectiveness of the Agency and the management of its employees' careers.

Support Operations Staff/DDS

Attachments

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TABLE I

Comparison of Job-Related Attitudes of Agency Young Professionals with Those in Other Federal Agencies

	<u>CIA</u>	<u>Other</u>
Training:		
Quality of Instructors	62%	38%
Well-planned program	50	24
Orientation of Agency Role in Govt	74	36
Importance of Agency's Goals	93	75
Management		
Well run	53	29
Managers have good judgment	77	50
Can present ideas to management	73	58
Rules and Regulations	74	57
Long Range Career Plans		
Plan to Stay with Agency	47	13
Advancement		
Rate will be "Slower than I was led to believe."	43 agreed	25 agreed
Probably advance more quickly in private industry	56 agreed	41 agreed

Note: All figures are percentages and indicate the element of Satisfaction unless otherwise noted.

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TABLE II

Comparison of Job-Related Attitudes of Agency CTs and Non-CTs

	<u>CTs</u>	<u>Non-CTs</u>
Long-Range Career Plans		
Intend to Stay with CIA	71%	35%
The Work Itself		
Discouragement in present job	13%	33%
Advancement Opportunity		
Favorable Response	75%	50%
Management		
Well run	50% pos 20% neg 30% undec	50% pos 20% neg 30% undec
The Job		
Satisfaction	75%	58%
Dissatisfaction	7%	22%

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TABLE III

Comparison of Responses to Open-Ended Questions by CTs and Non-CTs

	<u>Negative</u>	<u>Positive</u>	<u>Neutral</u>
<b>Training</b>			
CTs	16	3	1
Non-CTs	28	2	2
<b>Management of Young Employees</b>			
CTs	13	0	1
Non-CTs	29	3	0
<b>Opportunity for Advancement</b>			
CTs	11	2	0
Non-CTs	42	1	0
<b>Personnel and Placement</b>			
CTs	10	1	0
Non-CTs	23	0	0
<b>Reactions to Older Employees</b>			
CTs	9	0	0
Non-CTs	13	0	0
<b>Career Planning</b>			
CTs	7	0	0
Non-CTs	13	1	0
<b>Work Itself</b>			
CTs	4	11	1
Non-CTs	46	15	1
<b>Treatment by Supervisor</b>			
CTs	3	5	0
Non-CTs	17	8	0
<b>Communication</b>			
CTs	4	1	0
Non-CTs	20	0	0
<b>Way Agency is Run</b>			
CTs	6	8	0
Non-CTs	13	6	0

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